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2014 A National Review of Community Leadership Programs

Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego

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A NATIONAL REVIEW OF COMMUNITY LEADERSHIP PROGRAMS

**PRESENTED TO:
LEAD SAN DIEGO**

OCTOBER 2014



LEAD SAN DIEGO
A catalyst for leadership

CASTER FAMILY CENTER
FOR NONPROFIT AND PHILANTHROPIC RESEARCH
UNIVERSITY OF SAN DIEGO

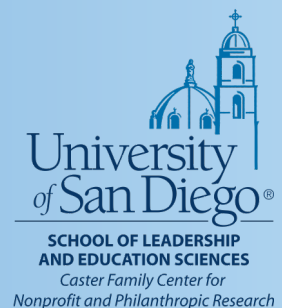


TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
OVERVIEW AND BACKGROUND	7
FINDINGS.....	7
Overview of Signature/Flagship Programs.....	7
Arizona Center for Civic Leadership (ACCL).....	8
FOCUS St. Louis	8
Greater Boston Chamber	9
Kansas Leadership Center (KLC)	9
Leadership Austin	10
Leadership Greater Chicago (LGC).....	10
Leadership Louisville Center (LLC).....	11
Leadership Pittsburgh, Inc.	11
Leadership Tallahassee	12
Leadership Tomorrow (Seattle)	12
Southern California Leadership Network (SCLN)	12
Fee Range.....	13
Alumni Engagement	14
Alumni Engagement Successes.....	14
Board Programs	15
Sample Board Programs.....	15
Coaching and Mentoring.....	17
Sample Coaching/Mentoring Programs.....	17
Other Events and Programs	17
Sample Events/Programs	18
Program Models.....	20
Metrics and Evaluation	20
Databases	21
Diversity	22
Sample Diversity Approaches	22
Making the Most of Program Days	24
Other Lessons Learned and Insights Shared	24
RECOMMENDATIONS AND NEXT STEPS.....	26

APPENDICES..... 27

Appendix A: Leadership Assessment Tracking 28

Appendix B: Overview of Regional Dashboard Metrics..... 36

Appendix C: Survey Guide and Proposed (not finalized) Questionnaire Draft for San Diego Civic Leadership Survey..... 38

EXECUTIVE SUMMARY

In May 2014, LEAD San Diego commissioned the Caster Center for Nonprofit and Philanthropic Research (Caster Center) to conduct a national review of organizations that support leadership development and civic engagement (i.e., community leadership programs). The Caster Center researched 32 such organizations and conducted phone interviews with 12 of them. The interviewed organizations included nine community leadership programs: six were independent nonprofits, two were nonprofits housed within a Chamber of Commerce, and one was a Chamber of Commerce program. The remaining interviews were with two statewide community leadership programs that were foundation funded and a university research center.

The interviews included an overview of the organizations' programs with an emphasis on metrics used to track and measure leadership development and civic engagement. These metrics helped measure what happened to the community and to the individual as a result of participation in the leadership program.

Every organization interviewed was interested in tracking these measures. However, the reality for most was that this sort of tracking was challenging on many levels. The challenges included: how to define leadership and/or civic engagement, how to frame questions that would capture these constructs, having enough time and money to craft and administer surveys, having sufficient systems to collect and manage data, and having the expertise to analyze and report data. As a result, most organizations did not collect leadership and civic engagement data or did so only periodically. Instead, they used surveys and systems to capture basic contact information for participants and measures for program evaluation.

A few organizations succeeded in defining and tracking leadership and civic engagement. To do so, they partnered with university research centers, research firms, and/or leadership consulting firms. Their surveys included two different units of analysis: the community at large and the individual participants in the community leadership programs. The types of metrics used by the community leadership programs (or other relevant studies) were:

- Perceptions of leadership
 - The community's perceptions of the effectiveness of leaders
 - Participants' perceptions of their own leadership effectiveness
- Public confidence in leadership
 - The community's level of confidence in leaders by sector
 - Participants' level of confidence in leaders by sector

- Leadership as defined and demonstrated by progress on key regional issues
 - The community's progress on issues of regional importance (as defined by a community partner or local residents)
 - Participants' progress on their own professional/civic leadership challenges
- Civic engagement practices and roles
 - Community rates of volunteering, giving, voting, etc.
 - Participants' rates of volunteering, giving, voting, participation in boards and commissions or issue areas

The community leadership programs tracking leadership and civic data also worked to align their programs with their desired leadership and civic outcomes. A number of organizations offered a board placement or tracking program while others used a leadership framework to guide their programming.

The board programs combined high-tech and high-touch approaches. Every organization had a database with alumni contact information. In some cases, they included alumni skills and interests to facilitate placement in future roles. Although the databases were searchable, most organizations also had a staff member review possible matches, conduct the initial search, or offer their personal knowledge of a board prospect to improve the chances of a good fit between the prospect and nonprofit. The staff involvement also supported database maintenance through record updates when matches were made.

Database management for board (and general) information is a time-consuming task. Many community leadership programs struggled to have alumni update their records or inform staff when changes were needed. The staff took it upon themselves to make updates by reviewing announcements in the local newspaper and business journal, social media accounts, and professional networks. Some organizations requested that alumni inform the staff of changes so that they could include an announcement in a newsletter or social media posting.

The other way that community leadership programs aligned their leadership development metrics with programming was to select a leadership model as a framework for their education sessions. Respondents used: effective leadership behaviors by Kouzes and Posner, adaptive leadership by Heifetz and Linsky, a civic leadership model designed by the Arizona Center for Civic Leadership, and skills-based leadership by Kelley.

Tracking leadership development and civic engagement metrics is an emerging practice for community leadership programs. As such, it offers LEAD San Diego an opportunity to demonstrate leadership in the field by crafting its own metrics. LEAD San Diego's success depends on: a) determining which metrics best support organizational and program priorities; b) collecting and

managing data that is useful for the organization (and has sufficient resources); and c) developing strategies for using the information to support LEAD San Diego's position as a thought leader in regional leadership.

OVERVIEW AND BACKGROUND

In May 2014, LEAD San Diego commissioned the Caster Center for Nonprofit and Philanthropic Research (the Caster Center) to conduct a national review of organizations that support leadership development and civic engagement (i.e., community leadership programs). The Caster Center researched 32 such organizations and conducted phone interviews with senior executives at 12 of them. The organizations included nine community leadership programs: six were independent nonprofits, two were nonprofits housed within a Chamber of Commerce, and one was a Chamber of Commerce program. The remaining interviews were with two statewide community leadership programs that were foundation-funded, and a university research center. More information about these 12 organizations is provided in Appendix A.

The interviews included an overview of the organization's programs, with an emphasis on metrics used to track and measure leadership development and civic engagement. These metrics helped the organizations measure what happened to the community and the individual leaders as a result of participation in their leadership programs.

This report includes findings from the phone interviews and online research of each organization's website and IRS Form 990, as reviewed on Guidestar in June and July of 2014. A great deal of information was covered during the phone interviews in a relatively short time and not every organization had information readily available. Therefore, the findings in this report represent a broad overview, rather than an in-depth, deep approach.

FINDINGS

Overview of Signature/Flagship Programs

Every community leadership program offered a core program that they referred to as the "signature" or "flagship" program. These programs typically included leadership development, issue awareness, network development, and service or civic engagement. However, the approaches to achieve these outcomes varied. Moreover, most organizations provided additional programs that served a different target audience than the signature program. The other audiences were populations such as emerging leaders, women, senior leaders, retirees, and those new to the community.

The following list offers an overview of the 11 key programs by organization.¹ The signature program is indicated with an asterisk. Programs were offered to one cohort per year unless otherwise noted.

Arizona Center for Civic Leadership (ACCL)

***Flinn-Brown Leadership Academy**

Number of participants: About 30 (2 cohorts)

Target audience: The academy is for Arizonans from all walks of life and perspectives who want to serve as members of a state board, commission, or advisory council; elected official; state government executive; or policy advisor. It is not for people currently holding a state-level office.

Fee: None (foundation funded)

Other: The program is intended to help expand the cadre of future state leaders with the knowledge, skills, and commitment to address Arizona's long-term issues. It includes 12 day-long sessions over about three months, development of a personal plan for becoming more involved in state-level civic leadership, formal advising, and follow-up support.

FOCUS St. Louis

***Leadership St. Louis**

Number of participants: 65

Target audience: Leaders in St. Louis County

Fee: \$4,000

Other: The program includes 18 sessions over nine months with a blend of leadership development and community engagement.

Experience St. Louis

Number of participants: Varies

Target audience: Orientation for senior leaders who are new to the community

Fee: \$800

Other: Four evening sessions in various locations and a bus tour. It is held in partnership with the St. Louis Regional Chamber.

Emerging Leaders

Number of participants: 25 (2 cohorts)

Target audience: Young professionals ages 22-35

Fee: \$500

Other: The program is skilled-based rather than experiential.

¹ The university research center was excluded from this overview of programs

Greater Boston Chamber

***Executive Leadership Institute**

Number of participants: 30

Target audience: C-level executives

Fee: \$5,000

Other: The content is mostly academic and includes half-day sessions at Harvard Kennedy School and MIT Sloan.

Boston Future Leaders

Number of participants: 80

Target audience: Mid-level managers in their 30s who have executive potential

Fee: \$3,000

Other: The program focuses on how business and government/civic community work together and helps create networks of peers. It includes a day and a half at Harvard Business School.

Women's Leadership Program

Number of participants: 50 (considering running a second cohort due to demand)

Target audience: Women leaders with three to 10 years of experience

Fee: \$2,500

Other: The program includes a workshop along with a day and a half at Simmons School of Management (the first all-women's business school). Two of the events overlap with their Women's Networking Breakfasts (discussed below).

Kansas Leadership Center (KLC)

***Your Leadership Edge**

Number of participants: About 20

Target audience: Kansans who are at least 18 years old

Fee: \$300

Other: The 3-day program uses case-in-point teaching, which is an intense leadership development method.

Lead for Change

Number of participants: About 20

Target audience: People who are working on systems, organizational, and/or cultural change. It is a good follow up for Your Leadership Edge.

Fee: \$800

Other: The program includes two 3-day sessions with ongoing consultation and support.

Leadership Austin

***Essential**

Number of participants: 60

Target audience: Leaders who are at least 28 years old and have lived in the Greater Austin area for one year and are not running for office

Fee: \$3,250

Other: The program focus is on regional issues, deepening leadership skills, and building relationships with others equally committed to their community. They recently introduced a new element that is a partnership with UT Austin. Each class will partner with PhD students and dissect an issue over four years. The issue will remain the same, but the class tasks will change. For example, one class might help conduct a needs assessment. The next class may help publicize results and create strategies to address the needs. The PhD students will conduct the research analysis and focus on the more academic needs of the project.

Emerge

Number of participants: 55

Target audience: Young professional and emerging leaders who are at least 23 years old and employed full-time for at least two years

Fee: \$650

Other: The program helps participants identify and enhance leadership skills and build their networks.

Experience Austin (2 cohorts)

Number of participants: 30

Target audience: Leaders new to Austin or long-term residents who want to engage with the community in new ways

Fee: \$785

Other: This program includes five 1-day sessions that offer an overview of key community issues.

Leadership Greater Chicago (LGC)

***LGC Fellows Program**

Number of participants: About 37

Target audience: Leaders between the ages of 28 and 42 who are in positions with significant responsibility and who are civically engaged

Fee: \$17,500 for the nominating agency and \$1,000-1,500 for the Fellow. Those in government and nonprofit agencies are eligible for reduced fees.

Other: The program includes seminars, retreats, and experiential learning.

Leadership Louisville Center (LLC)

*Leadership Louisville

Number of participants: 50

Target audience: Senior executives

Fee: \$5,000

Other: It is a 10-month program that addresses regional issues.

Focus Louisville

Number of participants: 50

Target audience: Anyone can attend. It is the only noncompetitive program offered by LLC.

Fee: \$600

Other: The program is offered four times each year and is two and a half days. It offers an understanding of key issues and inspires civic engagement.

Bingham Fellows

Number of participants: 45

Target audience: Advanced leadership program for leaders who have completed other leadership programs (in Louisville or other communities)

Fee: \$4,200

Other: The most advanced leadership program LLC offers, it is a 9-month program that takes on one issue. The first three months help get the class to a common base of knowledge. In the last six months, the class develops and manages a project using change management and leadership training.

Ignite Louisville (2 cohorts)

Number of participants: 45-55

Target audience: Emerging leaders between 25 and 40 years of age who are on a career path for a leadership position

Fee: \$3,800

Other: The 7-month program includes a service project with a nonprofit along with leadership development training.

Leadership Pittsburgh, Inc.

*Leadership Pittsburgh

Number of participants: approximately 50

Target audience: Senior leaders in Allegheny County

Fee: \$4,900

Other: The monthly sessions focus on issues of importance to the region and public policy. There is a service component. It is not a skill-based program.

Leadership Development Institute (LDI)

Number of participants: about 50

Fee: \$2,850

Other: This is a competency-based program that targets the actions and behaviors of leadership. It is based on Dr. Bob Kelley's model of leadership from Carnegie Mellon University.

Leadership Tallahassee

***Leadership Tallahassee**

Number of participants: 40

Target audience: Leaders and community volunteers

Fee: \$2,200 for Chamber members; \$2,500 for non-members

Other: The 12-month program addresses issues of regional importance, enhances networks, provides opportunity to work with established and emerging leaders, and equips people to get involved civically. Each class undertakes a special project that is service or fundraising related.

Leadership Tomorrow (Seattle)

***Leadership Tomorrow**

Number of participants: 72

Target audience: Existing and emerging leaders in a 5-county region in and around Seattle

Fee: \$4,000

Other: The 9-month program includes retreats, Challenge Days and Leadership Learning Labs focused on issues of regional importance, developing civic leadership, and enhancing networks and access to resources and partners. The Challenge Day topics mirror the Seattle Foundation's seven elements of healthy community. There is a service component and it includes time for small group work within "quads." The model for the program is Kouzes and Posner's "Leadership Challenge."

Southern California Leadership Network (SCLN)

***Leadership LA**

Number of participants: about 35 (2 cohorts per year with overlap in the timing so some programming serves both cohorts)

Target audience: Mid-level professionals in the county of Los Angeles

Fee: \$3,500

Other: The program includes 8-9 sessions that feature a 360° assessment, cultural intelligence curriculum, internal dynamics, mindfulness, bias, etc. It addresses issues of importance to the region. There is no service component.

Leadership Southern California

Number of participants: 40

Target audience: Mid to senior-level executives

Fee: \$4,500

Other: The program includes eight monthly full-day sessions. Participants visit counties in Southern California including Orange County, Inland Empire, Ventura, and LA (it used to include San Diego). It focuses on issues of regional importance and collaborations across counties and entities. It also includes skill development with a 360° assessment, mindfulness training, and building a leadership portfolio. They try to recruit representatives from each county in Southern California.

California Connections

Number of participants: 25-30 (may increase this number)

Target audience: Executives from various sectors seeking a greater statewide role in leadership

Fee: \$5,500

Other: The program includes five two-and-a-half day sessions across the state. It focuses on issues of statewide importance and skill development, such as building a leadership portfolio and understanding economics for statewide leaders.

Important note: SCLN is interested in partnering with LEAD San Diego on this program.

Fee Range

The range of fees for flagship programs was from \$2,200 to \$5,000, with a couple notable exceptions.

Leadership Greater Chicago charges a fee of \$1,000-\$1,500 that the Fellow is expected to pay. In addition, the nominator/employer is expected to pay a sponsorship fee of \$17,500. This amount is a suggested contribution for those in the nonprofit sector. For those in the public sector, LGC will accept any amount.

The participation fees are free for the **Arizona Center for Civic Leadership** and \$300 for the **Kansas Leadership Center**. The fees are low because the organizations are funded or subsidized by significant foundation contributions.

The fee ranges for other programs varied based on the type and length of programming. Many of these other programs were shorter-term or more introductory in nature. The fees ranged from \$500 to \$2,500.

An overview of the fee ranges is included in Appendix A.

Alumni Engagement

Every organization had an alumni association. Six of the 11 programs did not charge a fee or dues, while 5 of the programs charged an annual fee or dues of \$30 - \$125. Organizations without dues asked alumni to make an annual contribution to the program. An overview of the annual fees/dues is included in Appendix A.

Alumni engagement was a common challenge. Respondents used a variety of networking and educational events, electronic and print newsletters, and social media to stay connected with alumni. However, many mentioned that it took a lot of effort to encourage ongoing participation and communication by alumni.

Two respondents shared that they were reconsidering the term used for past participants. One organization questioned if “alumni” was the appropriate word. Another dropped the term “membership” from their programs. They now refer to past participants as “alumni” and use an alumni model similar to universities, complete with annual giving. They refer to everyone as “alumni” regardless of whether they paid dues/fees/membership/annual gifts, and they prefer this inclusive approach thus far.

Alumni Engagement Successes

The **Arizona Center for Civic Leadership** helps foster connections with and between alumni. They actively connect alumni to each other when there appears to be potential for working together or supporting each other. They provide affinity groups that are open across cohorts on topics of interest such as water or crime. The affinity group members are offered periodic trainings and access to experts in the field. Finally, ACCL offers retreats and personal coaching services after the conclusion of the flagship program to help continue serving Fellows (the term given to alumni).

FOCUS St. Louis offers alumni dinners four times a year. The dinners are held in alumni homes and include a mix of past class participants. Ten people each quarter host dinners. According to the respondent, “People love these.”

The **Kansas Leadership Center** has “Konza Clubs” throughout the state of Kansas. Alumni are encouraged to form and manage clubs to stay connected with the ideas learned in the program. KLC offers guidelines for creating the clubs, but is not responsible for their ongoing administration.

Leadership Greater Chicago has two successful efforts: “Fellows Association Board” and “LGC Unleashed.” The Fellows Association Board includes one member from each class, and they plan all alumni activities. LGC Unleashed is a series of affinity groups addressing five to six topics. Each topic is chaired by an alum and mirrors the class format. It helps keep people abreast of critical issues. They eventually want to add an action component to the affinity groups.

Leadership Tallahassee offers the “LT 2.0” continuing education program for alumni (\$75 per session). It addresses topics that couldn’t be covered in the regular program and includes four issues over 18 months. Sample programs have included: “Tallahassee at Night” (businesses that operate at night), “Science and Technology” (intellectual capital, incubator, magnetic lab, science of winemaking), “Personal Safety” (securing business and home, weapons course), and “Tourism” (hotels and recreation, museum tour with zipline).

Leadership Tomorrow has an active alumni committee, and they offer an alumni activity every month. One of the events is “Meet Your Neighbor.” It is a no-host event that is coordinated by one alum in his/her own neighborhood. LT also has “Conversations with Leaders” four times a year that take place at an interesting venue and include a tour (e.g., a past event was held at the Gates Foundation). They also have an “Education/Skill-Building Day” once a year. The last topic was digital storytelling. Leadership Tomorrow also works to keep alumni engaged by participating on boards or committees, participating on the candidate selection committees, or by serving as a coach.

Board Programs

Five of the 11 organizations offered some type of board matching, training, or support service. These programs were all provided free of charge, although one organization is still in a pilot phase and is considering charging a fee. Many of the respondents mentioned that their organizations, programs, and participants are highly regarded in the community and therefore, it is not surprising that nonprofits come to them for support in finding qualified board candidates. One explained that there is a lack of awareness about what her community leadership organization offers in terms of board support, and that people come to them for help simply because of their reputation for high-caliber leadership programs and participants.

A summary description of the five organizations with board programs is provided below.

Sample Board Programs

The **Arizona Center for Civic Leadership** helps match Fellows to state boards and commissions. Their director noted it is fairly easy to do, and easier than matching Fellows with a mentor or advisor. ACCL also has a list of vacancies and knows Fellows’ interests. They encourage the Fellows to apply and then ACCL follows up with the commission to help promote the Fellows.

The **Leadership Louisville Center** offers board matching and support to the community. LLC collects information about individuals that includes their interests, expertise, and past and present board positions. This information is stored in their database and is searchable by paid members. LLC sends an annual invitation to alumni asking for updates, although some alumni are self-directed and make their own updates.

Additionally, LLC is approached by nonprofits that are not alumni, but who are interested in connecting to board prospects. In this case, a staff member (i.e., web specialist and database expert who also provides membership support) conducts the database search for them and provides names of people who appear to be a good fit. They have also helped make introductions and connections, as this type of activity is part of their strategic plan. The benefit of having a staff member provide this service is that the results can be easily tracked. They use E-Tapestry to manage the data.

Leadership Pittsburgh, Inc. offers board and commission matching services. They tried an electronic-based process, but it did not provide the value-add they desired. The relationships with, and knowledge of, prospects and the customized service the LPI staff offered are the key aspects of the program. Nonprofits send a request for a board prospects and staff follow up with a list of individuals who might be a good match. The drawback is that this is a very time consuming process.

Leadership Tallahassee offers board training and matching services. The training is called “Building Better Boards” and consists of a one-time workshop for board prospects. It addresses board basics for those new to board service. The training is provided in a board-meeting setting and models what a good board looks like.

“LeaderBoard” is the board matching service that was launched in May 2014 and is free to participants because of grant support from the Knight Foundation. Nonprofits enter their board needs into the software program, and individuals (i.e., board prospects) enter their service interests. The technology platform then suggests potentially good matches. Nonprofits are responsible for conducting their own screening to ensure there is a fit and decide whether they want to extend an invitation to the board prospects. Individuals have the ability to activate or inactivate the account based on their current availability. One of the goals of this program is to reduce the amount of time staff spends on helping find matches.

While this program was only a few months old, it seemed to be working well. It is expected that adjustments will need to be made as they learn more about the program and what is working best. It was not clear if there was a way to report when matches were made.

Finally, Leadership Tallahassee is very connected to local government as partners and collaborators. These agencies contact Leadership Tallahassee when looking for advisory and planning committee members.

Leadership Tomorrow is transitioning into a new approach for board matching. When they received requests in the past (which happened “constantly”), the CEO would give interested nonprofits the password to search the alumni database for a list of prospects. Then the CEO would review the list with the nonprofit and indicate whom she felt was the best fit in terms of interest,

expertise, and follow through. She is concerned that it is not a sustainable program for her to have all the knowledge “in her head,” particularly as she nears retirement.

They are also piloting a program called “Leaders on Board,” which will be a more formal program and required for anyone that wants to be placed on a board. It will include a board training session (supplemental to the flagship program) and a “speed dating” meet-and-greet for board prospects and nonprofits to help with match-making. There may be a small fee for this program.

Coaching and Mentoring

Three organizations were just launching or scheduled to launch programs that connected retirees and/or older adults with civic engagement efforts driven by community requests. Because the programs were newer, they were not able to share lessons learned yet. However, they all saw promise in the concept of linking the experience of this population with the participants in their other programs.

Sample Coaching/Mentoring Programs

The **Arizona Center for Civic Leadership** is starting a Leadership Master class in October 2014. The intent is to foster connections and promote people who have expertise to share. It will be offered as an extension of the already existing ongoing small group coaching for Fellows.

Leadership Austin is incubating a program that launched in Summer 2014. It helps retirees get involved in local civic engagement discussions. Participants in this Master’s program will mentor those in the Emerge program.

Leadership Louisville Center is launching a new program in 2014 called Encore Louisville, funded by a grant from the community foundation. Participants will serve in a consultative role with nonprofit partners as part of the service component. The target audience is retirees who want to stay connected in the community.

The **Kansas Leadership Center** offers individual and team coaching. The individual coaching consists of three 30-minute meetings over the course of five weeks. The team coaching includes six meetings that occur while coachees are participating in one of KLC’s leadership programs.

Other Events and Programs

Nearly every organization offered events and programs in addition to their flagship programs and those outlined above. The most common events honored outstanding alumni and/or community leaders. The other programs were often designed for a target audience, (e.g., women, youth), or sometimes invited the general public. The following section provides a review of these supplemental support programs and events.

Sample Events/Programs

FOCUS St. Louis offers two “Coro” leadership programs in addition to a youth leadership program in 30 schools. The Coro leadership programs were acquired when the local Coro nonprofit folded. FOCUS St. Louis manages the “Coro Women in Leadership” program that includes two cohorts per year and the “Coro Fellowship in Public Affairs” that brings 16 young leaders from across the nation to serve in St. Louis after a highly competitive selection process.

They also have an oral history project, which involves two signature program participants interviewing a leadership alumni using a script of 10 questions. They record the interview and then include one-minute video in their electronic newsletter. According to the ED, this has resulted in a very valuable and powerful collection of interviews.

The **Greater Boston Chamber** hosts a women’s networking breakfast series with high-profile speakers that draws 200 people. They also put on an annual Leadership Forum for participants and alumni of all programs, which features a keynote speaker and local leaders who have made a mark beyond the Boston region.

The **Kansas Leadership Center** offers a number of programs. They hold a 3-day summit for people who have participated in community leadership programs throughout the state. The KLC staff: 1) provides consulting and curriculum development to these local programs; 2) advises on setting up new community leadership programs in areas that will target underrepresented communities; 3) train consultants and trainers in their program methods; 4) offers customized training for organizations and faith-based groups; and 5) supports statewide health and leadership collaborative efforts.

Leadership Austin hosts the Engage Breakfast Series, which is open to the public and features a “hot” topic. They used to host three to four per year, with an average of 30 attendees. However, the demand has grown significantly, leading them to increase the program frequency to 10 times per year, with an average of 170 attendees at each event. Approximately half of the attendees are new to Leadership Austin and attend because they are interested in the topic or speaker. A community committee helps plan the topics. The events are promoted through a partnership with their local NBC affiliate, which pitches the topic seven days in advance of the breakfast.

The events have moved away from presentations (and “commercials”) for the speakers into a dialogue and question and answer session with them. This helps get into the “raw” issues and fosters needed dialogue for the community. Some of the topics have included race, affordability, and equity.

The **Leadership Louisville Center** offers a quarterly breakfast series called “100 Wise Women”, which includes a speaker and a follow-up discussion that is hosted at each table by a Wise Woman. In addition, they partner with the mayor’s office to bring in mayors from other cities annually to

help their local region build its business and civic knowledge. Finally, LLC recently launched a Leadership Summit with an evening event and full day of curriculum addressing leadership development and civic engagement.

Leadership Pittsburgh, Inc. is reconsidering its events. They used to host lunches with city council members that drew 20-40 attendees, but attendance declined in recent years. They now have one lunchtime event with the goal of alumni connection rather than fundraising or recognition. They also host a periodic Idea Conference like TED talks that are invitation only. They do not have awards because there are so many other award events.

Leadership Tallahassee offers a distinguished leadership recognition event. The honorees are nominated by the community and LT decides on the finalists. The event showcases leadership and educates the community about what leadership is. They are looking for examples that go beyond basic management or volunteerism, and instead feature leadership that entails hard decisions and servant leadership.

Leadership Tallahassee also partners with local organizations that support women and emerging leaders in learning about running for office and what it takes to run a campaign and be successful. Lastly, they offer a leadership development program for high school juniors.

Leadership Tomorrow (Seattle) has been successful at using anniversary events to raise money. When the organization turned 25, they set a goal to raise a \$500,000 investment in scholarships and raised \$470,000. For their 30th anniversary, their goal was to raise the remaining \$30,000 and they raised \$85,000 (Alan Mulally of Ford Motor Company was the speaker).

They plan to offer a 4-hour version of “Challenge Day” built around a current topic (e.g., a ballot issue) that could generate deeper exploration and dialogue and may be open to the public. They are also initiating a new event modeled after TED talks where they will have five or six speakers talk about leadership failure and what they learned from it.

Southern California Leadership Network hosts a Visionary Leadership recognition event for LA and the greater region. They are reevaluating the event format and intend to honor high profile leaders as well as the alumni of the year.

SCLN provides a one-day conference about running for public office in partnership with local universities and the Chamber policy group. They also offer a half-day conference about how to access civic engagement opportunities that focus on portals for service, and how to prepare oneself for serving on commissions and boards.

Program Models

Some community leadership programs used leadership models to guide their programming. The models that were identified included:

- Effective leadership behaviors by Jim Kouzes and Barry Posner (**Leadership Tomorrow**/Seattle)
- Adaptive leadership by Ron Heifetz and Marty Linksky (**Kansas Leadership Center**)
- Leadership and performance by Robert Kelley (**Leadership Pittsburgh, Inc.**)
- Civic leadership by the **Arizona Center for Civic Leadership**

Metrics and Evaluation

Respondents collected a variety of data about their programs and participants. This data was used to help evaluate and guide programming, provide a sense of program outputs, and create a case for support. The three main categories for data are listed below.

Participant

- Contact information
- Employment/career roles (current)
- Service/civic roles (current)
- Skills and interests

Program

- Ratio of applications to available slots
- Attendance rate
- Quality of program/facilitators
- Satisfaction rate
- Willingness to recommend the program

Leadership/Civic engagement

- Employment/career roles (future)
- Service/civic roles (future)
- Perceptions of leadership/civic engagement
- Knowledge of leadership/civic engagement

Many respondents expressed an interest in tracking alumni activity, with a focus on professional and volunteer roles. Respondents shared that this type of tracking was very time consuming and yielded inconsistent results. Some respondents asked alumni to update and maintain their own records or notify the staff when changes occurred. Others kept abreast of role changes by reviewing

newspapers and business journals and social media outlets. No one identified a method that yielded consistent success.

While there was a universal desire to track leadership and/or civic engagement data, the reality was that respondents were only tracking program evaluation data. Program evaluation was more feasible than other types of evaluation because the organizations had a sense of what types of data they wanted (e.g., participant satisfaction with the program topics, speakers, and format) and the technology to gather and analyze it (e.g., online survey tools). They did not need to use outside firms or resources to develop, deploy or analyze the evaluations.

Tracking leadership and civic engagement presented a number of challenges such as: 1) how to define leadership and/or civic engagement; 2) how to frame questions that would capture these constructs; 3) financial and time constraints to design and administer surveys; 4) having sufficient systems to collect and manage data; and 5) having the expertise to analyze and report data. As a result, most organizations did not collect leadership and civic engagement data, or did so only periodically.

A few organizations succeeded in defining and tracking leadership and civic engagement. To do so, they partnered with university research centers, research firms, and/or leadership consulting firms. Their surveys included two different units of analysis: the community at large and the individual participants in the community leadership programs. The types of metrics used by the community leadership programs (or other relevant studies) were:

- Public confidence in leaders
- Perceptions of leadership
- Demonstrated progress in key issues
- Civic engagement practices and roles

An overview of existing data sources and types of questions for these metrics are included Appendix B.

Databases

A variety of databases were used for functions such as membership, financial tracking, and surveys. The common theme was that no database was perfect in terms of functionality or meeting all of the organization's needs. However, most organizations found options that worked for them.

Every organization had an organizational database. Database software included: Your Membership, Neon, Salesforce, MP (Chamber database), Excel, BOT, Weblink (Chamber database), and

proprietary systems. The most common financial systems used were Quickbooks and Accufund. Surveys were administered using SurveyMonkey, the organization's web platform, or another online vendor (name unknown). Constant Contact was used for communication and E-Tapestry was used for donor tracking.

An overview of the most common databases is included in Appendix A.

Diversity

Five community leadership programs discussed their approaches to diversity in the interviews. They typically sought diversity in a number of ways including industry, occupation, sector, race, ethnicity, geography, and age. The organizations that seemed to have the most success with achieving diversity set intentional targets for their desired mix of participants and then conducted targeted outreach to ensure that mix was achieved. They communicated their interest in diversity to alumni and program partners to engage others in the effort.

Sample Diversity Approaches

The **Arizona Center for Civic Leadership** seeks diversity in “all forms” such as race, geography, occupation, politics and age. They ask their Fellows to support outreach efforts, and are intentional about marketing and selection. It has been easier now that there is a “buzz” about the program, according to the respondent.

Regarding age, they encourage participation by people who are early in their careers, but have some level of leadership experiences to draw on in the program.

The **Greater Boston Chamber** noted that diversity was a huge priority although they do not ask about or track the diverse characteristics of their participants. There is a perception that the Chamber is an “old boys network,” although the respondent noted there are many women involved in its work. She thought that the programs for women represent broader ethnic diversity than the other leadership programs. Within the Boston Future Leaders program, they have conducted a session on unconscious bias that was well received. A local group that provides leadership development for people of color markets the Chamber's executive program to their members because they do not have an executive program. There seems to be a trend in Boston for people of color to attend leadership development programs that are tailored just for them (e.g., a program for Latinos).

Leadership Greater Chicago has guidelines that support having a quality representation from all minority groups, which are mostly African America, Latino, and Asian American. They typically have at least 50% participation from minority groups. Their target age range is between 28-42 years

old, although they sometimes accept older individuals. They like to have 60-70% of participants from business and the remaining 30-40% from government and nonprofit agencies.

The selection committee identifies areas where there is not strong representation and will then conduct outreach to ensure that good candidates are recommended. They might select someone who doesn't look as good on paper as another candidate to ensure that adequate representation is met. They don't need to recruit for African-Americans, but they often have fewer Latino and Asian American applicants.

Louisville Leadership Center contended that diversity was important to their organization because their community is segregated, mainly along racial lines. The region is 70-80% Caucasian and therefore, they strive to have at least 20% non-Caucasian participants. They also are seeking geographic diversity to ensure that they are recruiting participants from areas other than the predominantly white suburbs. It has been a challenge, however they are addressing it by building their partnerships, growing their scholarship funds, and letting their corporate partners know it is a priority.

Leadership Tomorrow indicated they are extremely committed to diversity. In 1989, the classes were about 18% people of color, which was lower than their representation in the county (22%). The ED went to the board to develop targets and a strategy, and they set an "ambitious" goal of each class being 30% people of color. They also want diversity in their boards and committees, and therefore look for individuals from different sectors and occupations.

In order to reach the target, the ED asks alumni to nominate candidates, and they host a variety of affinity group recruitment events. For example, they will have a recruitment event for all alumni of color (i.e., an after-work cheese and wine event sponsored by a local company). The admission price is that they have to bring a potential candidate as a guest or three names of candidate prospects. They host these recruitment events for any industry or group that is under-represented. These strategies have been successful, and alumni trust LT and are confident and appreciative of its commitment to diversity.

Lastly, Leadership Tomorrow holds a retreat with a focus on diversity, and the format has evolved over the years. The first day includes "courageous conversations" about race, an identity map exercise, and a film with follow-up discussion. The second day uses "open space technology," where participants are introduced to race-related topics.

According to the ED, the response has been "fabulous," it's the highest rated element of the program, and it is life-changing for participants - "at least the white participants." The ED attributed their success to the way they prepare and run the program. "We don't treat them like children. Most have had some diversity training. This is their chance to explore these things. Very few people have

the luxury to talk about difficult topics about race with people of color and white people together in a safe, trusting environment. The hardest part of it is setting the environment in such a way so it doesn't feel like the people of color have to teach the white people. We do a lot of work in advance to create this environment." Specifically, they provide reading documents in advance, opportunities to talk about fears within their quads, and expectations for the experience.

Making the Most of Program Days

Two respondents shared their thoughts about how to make the program time productive.

One respondent noted the importance of having less structure in the seminar day to allow more time for people to process and debrief what was discussed. She recommended building in time to ask probing questions, such as, "What are the challenges associated with that solution?" and "Will that solution work?"

Another leader echoed a similar sentiment about the challenge of balancing the time spent learning about an issue and the time to process, debrief, and share reactions to the issue. She said the participants need the experience of seeing what's happening in the field, but that it has to be tempered with time for reflection. One of the ways they do this is to invite participants to continue the conversation after the formal program ends with an informal get-together at a local bar. They also encourage classes to organize four to six activities on their own based on their connections and interests.

Other Lessons Learned and Insights Shared

There were a number of insights shared by respondents that did not fit into any of the previous sections, but seemed useful to share.

One respondent cautioned against a leadership dashboard. She suggested that reducing leadership to dashboard indicators would diminish it to "lowest common denominators" that would "no longer be worthwhile," and doing so would stray from the "complexity" of leadership. She proposed using the adaptive leadership model as a foundation for "a sort of index of adaptability that identifies the central things we need leaders to do."

A number of respondents encouraged LEAD San Diego to consider participation in the **Association of Leadership Programs (ALP)**, noting that it is helpful for connecting with other organizations that are dealing with similar issues.

The **Arizona Center for Civic Leadership** and **Kansas Leadership Center** both offer a directory of community leadership programs offered throughout their respective states. They encourage participation at the local level in addition to the state-level programs.

Similarly, **FOCUS St. Louis** believed part of its role is to help create a more “leaderful community, which is good for all of us.” FOCUS St. Louis help municipalities and counties begin their own leadership programs, which feeds into FOCUS St. Louis programs. They consider ways to bring policy work to the counties, and they keep tabs on what individuals and groups are doing in the community. There are two other diversity programs in St. Louis and while there is some duplication, they work together to create distinctions between programs and help fill gaps in the community.

RECOMMENDATIONS AND NEXT STEPS

This national review of community leadership programs provided a foundation for understanding different approaches to programming and evaluation, and their advantages and disadvantages. These findings can help LEAD San Diego continue to develop and refine its own programming. However, LEAD San Diego will be best served by first identifying its own program goals and then applying the lessons learned from this review.

The next steps for program evaluation for LEAD San Diego are:

- Identify and solidify key LEAD San Diego program outcomes
- Determine strategies and methodologies for measuring how well program outcomes are being met

In addition, the findings indicated that LEAD San Diego's interest in developing a dashboard of regional leadership is a unique undertaking that will require an innovative approach. LEAD San Diego has the opportunity to blend its current program evaluation efforts with existing and new external research to inform its leadership development evaluation. As LEAD San Diego moves forward with these efforts, the board and staff should heed the following considerations:

- Data collection and management takes time and money. Therefore, only collect what will be used and useful.
- Decide and articulate LEAD San Diego's role as a data aggregator versus a data producer. The aggregating role entails making sense of existing data and the producer role requires producing and analyzing new data.
- Be mindful of the impact of rating leadership. How can it be framed so that it engages community members and invites them into the conversation?
- There is an inherent challenge in getting people who are already engaged civically (a requirement of participation) to engage more. How does LEAD San Diego enhance the quality of that service in addition to (or instead of) the quantity?

The next steps for the regional dashboard for LEAD San Diego are:

- Identify resources available for the project
- Determine length and content of survey instrument, sample size, incidence rate, deliverables, etc. (the guide and preliminary draft questionnaire that were provided to LEAD San Diego in August 2014 are provided in Appendix C)
- Conduct survey and analyze results
- Develop dashboard
- Create presentation on regional leadership

APPENDICES

Appendix A – Leadership Assessment Tracking

Appendix B - Overview of Leadership Dashboard Metrics

Appendix C – Survey Guide and Proposed (not finalized) Questionnaire Draft for San Diego Civic Leadership Survey

Appendix A: Leadership Assessment Tracking

LEAD Assessment Tracking					Organization Information		
Name	City	State	MSA Rank ¹	Incorporation Status	Contact Title		
AZ Center for Civic Leadership	Phoenix	AZ	12	Foundation	Flinn Foundation Vice President		
FOCUS St. Louis	St. Louis	MO	19	Nonprofit	Executive Director		
Greater Boston Chamber	Boston	MA	10	Chamber	Senior Program Director		
Kansas Leadership Center	Wichita	KS	85	Foundation/Nonprofit	Special Assistant to Pres. & CEO		
Leadership Austin	Austin	TX	36	Nonprofit	CEO		
Leadership Greater Chicago	Chicago	IL	3	Nonprofit	Executive Director		
Leadership Louisville Center	Louisville	KY	44	Nonprofit	VP Marketing		
Leadership Pittsburgh Inc	Pittsburgh	PA	22	Nonprofit	President & CEO		
Leadership Tallahassee	Tallahassee	FL	141	Nonprofit in Chamber	Executive Director		
Leadership Tomorrow	Seattle	WA	15	Nonprofit	Executive Director		
Southern California Leadership Network	Los Angeles	CA	2	Nonprofit in Chamber	Executive Director		
Wichita State University - Center for Community Support and Research	Wichita	KS	85	University research center	Senior Research Associate		

¹MSA =Metropolitan Statistical Area

LEAD Assessment Tracking

		Leadership Programs		
Name	Flagship (#/cohort)	Emerging Leaders (#/cohort)	Other multi-session programs	Fee Range
AZ Center for Civic Leadership	25		Statewide	\$0
FOCUS St. Louis	65	25	Sr level; Coros Fellows (Public Affairs & Women); youth	\$500-4,000
Greater Boston Chamber	30	80	Women	\$2,500-5,000
Kansas Leadership Center	20		Statewide/ many programs for individuals & org/organization	\$300
Leadership Austin	60	55	Intro program for newcomers	\$650-3,250
Leadership Greater Chicago	37			\$1,000-1,500/fellow; \$17,500/employer
Leadership Louisville Center	50	50	Sr level; advanced leadership program; retirees	\$600-5,000
Leadership Pittsburgh Inc	50			\$2,850-4,900
Leadership Tallahassee	40		Intro program for newcomers; high school	\$2,200-2,500
Leadership Tomorrow	72			\$4,000
Southern California Leadership Network	35		SoCal & state programs (2 cohorts of flagship program)	\$3,500-5,500
Wichita State University - Center for Community Support and Research				

LEAD Assessment Tracking

Name	Alumni		
	Alumni Association	Fee Range ²	Participant/Alumni Survey
AZ Center for Civic Leadership	x (Fellowship v Assn)	\$0	Annual
FOCUS St. Louis	x	\$30-60	End of program
Greater Boston Chamber	x	\$0	End of program
Kansas Leadership Center	x (Clubs)	\$0	Pre/post & annual
Leadership Austin	x	\$0	End of program
Leadership Greater Chicago	x	\$0	End of program
Leadership Louisville Center	x	\$75	Pre/post (alum & nonprofit partners)
Leadership Pittsburgh Inc	x	\$0	End of program
Leadership Tallahassee	x	\$125	End of program
Leadership Tomorrow	x	\$0	End of program & at 1,3,5 yrs
Southern California Leadership Network	x	\$100	End of program
Wichita State University - Center for Community Support and Research			

²Many without dues ask for annual gifts

LEAD Assessment Tracking

Name	Databases		
	General	Financial	Survey
AZ Center for Civic Leadership	Salesforce/ Excel		Online vendor
FOCUS St. Louis	Your Membership		
Greater Boston Chamber	Weblink (Chamber)		
Kansas Leadership Center	BOT		
Leadership Austin	Neon	QB	
Leadership Greater Chicago	Proprietary system		Survey Monkey
Leadership Louisville Center	Website back end		Website back end
Leadership Pittsburgh Inc	Salesforce	Accufund	Survey Monkey
Leadership Tallahassee	Weblink (Chamber)		
Leadership Tomorrow	CRM		
Southern California Leadership Network	MP (Chamber)/ Constant Contact	QB	
Wichita State University - Center for Community Support and Research			

LEAD Assessment Tracking

Name	Revenue ³									
	Total	Tuition/ Fees	Contrib/ Grants	Events	Dues	Sponsor	Corporate	Contract	Investment	Endowment Other
AZ Center for Civic Leadership	\$1,004,502	0%	100%							
FOCUS St. Louis	\$1,382,112	53%	32%	14%					2%	
Greater Boston Chamber	\$511,000	60%		5%		15%				
Kansas Leadership Center	\$2,217,687	8%	83%						9%	0%
Leadership Austin	\$900,000	50%			20%		15%	15%		
Leadership Greater Chicago	\$1,100,000	40%	10%	40%	10%					
Leadership Louisville Center	\$1,340,763	51%	23%	5%	8%	6%			3%	2%
Leadership Pittsburgh Inc	\$863,010	44%	45%	4%				7%	0%	0%
Leadership Tallahassee	\$249,986	38%	33%	33%	19%	7%			0%	0%
Leadership Tomorrow	\$560,537	46%	37%	16%					3%	
Southern California Leadership Network	\$520,000	70%		15%			15%			
Wichita State University - Center for Community Support and Research										

³ 0% means that there is some income, but it represents less than 1% of budget.

Note that most organizations did not break out contrib/grant category (from 990) into corporate, sponsors, etc. Totals may not equal 100%

LEAD Assessment Tracking

Board Programs			
Name	Elements	Cost	Board Database
AZ Center for Civic Leadership	State boards/commissions matching	Free	Same as general
FOCUS St. Louis			
Greater Boston Chamber			
Kansas Leadership Center			
Leadership Austin			
Leadership Greater Chicago			
Leadership Louisville Center	Database & matching support	Free	E-Tapestry
Leadership Pittsburgh Inc	Matching	Free	Same as general
Leadership Tallahassee	Board training & matching	Free	Truist
Leadership Tomorrow	Training, database & meet/greet events	TBD	Same as general
Southern California Leadership Network			
Wichita State University - Center for Community Support and Research			

LEAD Assessment Tracking

Name	Regional Dashboard		Other Surveys
	Regional Dashboard	Regional Dashboard info	
AZ Center for Civic Leadership	Yes	Public opinion surveys by outside evaluator	Statewide public opinion survey
FOCUS St. Louis	No		
Greater Boston Chamber	No		
Kansas Leadership Center	Yes	Leadership challenge surveys of alum/non-alum leaders in key communities by outside evaluator	Site visits in key communities
Leadership Austin	Yes	Community indicators identified by community and tracked over time by partner agency	Every 3 yrs (proposed) - alumni survey
Leadership Greater Chicago	No		About 10 yrs ago - alumni; working on new alum survey
Leadership Louisville Center	No		About 5 yrs ago - alumni survey
Leadership Pittsburgh Inc	No		
Leadership Tallahassee	No		
Leadership Tomorrow	No		Employer survey
Southern California Leadership Network	No		
Wichita State University - Center for Community Support and Research			

LEAD Assessment Tracking

		Other	
Name	Mentor/Retiree Program	Other program info	
AZ Center for Civic Leadership	Yes	Directory of leadership program; affinity groups	
FOCUS St. Louis	No	Policy forums; support municipal programs as feeders for FOCUS; oral history project with alum	
Greater Boston Chamber	No	Intern Hub; Market flagship program to grads of The Partnership (a leader development program for people of color)	
Kansas Leadership Center	No	Many programs for individuals, orgs, and partners; support community leadership programs around the state	
Leadership Austin	Yes	Breakfast Series open to public (growth area); Retirees mentor emerging leader	
Leadership Greater Chicago	No	LGC Unleashed: topical affinity groups	
Leadership Louisville Center	Yes	100 Wise Women (quarterly event); mayor visits; retirees consult/work with nonprofits	
Leadership Pittsburgh Inc	No	City Council lunches; Idea conference (like TED talks)	
Leadership Tallahassee	No	Candidate forums; partner with organizations that promotes female political candidates; Continuing ed for alumni	
Leadership Tomorrow	No	4-hr versions of challenge days on specific issue, may be open to public; great anniversary events	
Southern California Leadership Network	No	Interested in partnering, esp on reg'l and state programs	
Wichita State University - Center for Community Support and Research			

Appendix B: Overview of Regional Dashboard Metrics

REGIONAL DASHBOARD METRICS*

LEAD San Diego

August 2014

Public Confidence in Leaders

National data available annually

- *How much confidence do you have in the leadership of the (specific) sector?*
 - Military, medical, nonprofit, Supreme Court, Executive Branch, Congress, state government, local government, religion, education, news media, Wall Street
- *A great deal, a moderate amount, not much, none at all*

State and local data available for 2014 (measures sector confidence v. sector leadership confidence)

- *Please rate your overall level of confidence in California's (sector) organizations to:*
 - *Act on the public's behalf*
 - *Provide quality services*
 - *Operate effectively*
 - *Spend money wisely*
 - *Create jobs in our community*
 - *Work efficiently*
 - *Act ethically*
 - *Promote positive social change*
- *A great deal, a fair amount, not too much, none at all, I don't know*
- Nonprofit, government, for-profit

Perceptions of Leadership

National data available annually

- *To what extent do you agree with the following statements?*
 - *We have a leadership crisis in this country.*
 - *Unless we get better leaders, our country will decline.*
 - *Overall, our country's leaders are effective and do a good job.*
- *Strongly disagree, disagree, agree, strongly agree, not sure*

Leadership as Defined and Demonstrated by Progress on Issues of Regional Importance

Local data available annually in most cases

- *How much progress was made year to year on critical regional issues?*
 - *i.e., did daily energy consumption per person go down between 2013 and 2014?*
- *How much progress was made over a five-year period on critical regional issues?*
 - *i.e., did daily energy consumption per person go down between 2009 and 2014?*

Select issues from existing sources such as SANDAG, Equinox Center, Center for Civic Engagement, etc.

Select issues based on alignment with LEAD San Diego priorities.

Civic Engagement Practices and Roles

National, state, and local data available annually

- *During the past 12 months, have you done any volunteer activities through or for an organization? If yes, how many total hours were spent volunteering?*
- *During the past 12 months, did you donate money, assets, or property with a combined value of more than \$25 to charitable or religious organizations?*
- *In the last year, have you attended any public meetings in which there was discussion of community affairs?*

Voting data are also available

Appendix C: Survey Guide and Proposed (not finalized) Questionnaire Draft for San Diego Civic Leadership Survey

Guide for LEAD San Diego Civic Leadership Survey August 18, 2014

Background – Expanding the Concept of Leadership

The Civic Leadership Survey was developed from the most promising findings from the community leadership program interviews conducted during Summer 2014 by the USD Caster Center for Nonprofit and Philanthropic Research. These findings related to how leadership is defined and framed. Because the issues facing most communities are dynamic and complex, the survey uses two definitions of leadership. The first definition includes a traditional understanding of leadership as the domain of people in positions of authority. The second definition frames leadership as an activity that all San Diegans, with or without authority, can exercise to improve the region.

This definition is based on work from Harvard scholars Ron Heifetz and Martin Linsky and their adaptive leadership model.

Audience

The surveys will be administered to:

- San Diego residents
- LEAD graduates/alumni

Survey Overview

The questions in the Civic Leadership Survey were customized for San Diego and informed by the adaptive leadership model. The Kansas Leadership Center, whose model was developed in partnership with Heifetz and Linksky, uses similar types of questions to gauge perceptions of leadership by their alumni and other community members.

The questions provide an opportunity to rate leadership using traditional and innovative methods. The questions address perceptions of leadership exercised by those in authority roles *and* the community in general. Within the policy issues, the questions also address respondents' civic engagement.

Survey Question Overview

Sector and Policy Issue Leadership Questions

- Rate leadership in terms of making progress or positioning the region for progress
 - Did San Diego make progress?
 - Is San Diego positioned to make progress?
- Rate leadership in terms of perceptions about the behavior of people in positions of authority
 - Do authorities define the right issues and priorities?
 - Do authorities engage the community effectively?
 - Do authorities do what is needed, rather than what is comfortable?
- Rate leadership in terms of perceptions about the behavior of the community
 - Do community members do what is needed, rather than what is comfortable?

Policy Issue Civic Engagement Questions – The policy issues have an additional set of questions to help identify the ways that individuals are participating in key issues.

- Rate civic engagement in terms of respondent participation in activities that are standard civic health indicators.
 - Volunteering, donating, attending public meetings, contacting public officials, working with networks, seeking information, changing personal practices

Sector Rationale

USD's Caster Center recommends focusing on the following sectors:

- Local government
- Nonprofit
- Business

These three sectors cover a broad cross-section of the region. They help drive and/or deliver policies, services, jobs, and the economic engine of San Diego. They are all tied to current LEAD programming and are consistent with regional priorities identified by the Center for Community Engagement's Regional Vision Initiative.

Other sectors, such as K-12 education and the military, could be added.

Policy Issue Rationale

USD's Caster Center recommends focusing on the following policy issues and measures:

- Water conservation
 - Per person water use (Equinox Center dashboard)
- Transportation
 - Highway vehicle miles traveled (Equinox Center dashboard)
 - Alternative modes of transportation (Equinox Center dashboard)
- Health
 - Obesity rates (Behavioral Risk Factor Surveillance System/CHIP)
 - Smoking rates (California Tobacco Survey)
 - Health insurance coverage (American Community Survey)

These policy issues provide an opportunity to measure leadership and civic engagement indicators at many levels: people in authority positions, the general community, and individual survey respondents. Each issue has indicators available to compare perceptions and engagement against an objective measure. The selected issues are featured often in local media, are tied to LEAD programming topics, and have links to regional priorities identified by the CCE's Regional Vision Initiative.

Future Uses of the Survey Data: Further positions LEAD San Diego as an expert on leadership and civic engagement

- Provides new language for talking about leadership and defining the behaviors that contribute to leadership
- Rates leadership in terms of people in authority and the community in general
- Helps further a conversation about the type of leadership that is needed to move San Diego forward
- Creates a case for support for and informs LEAD San Diego programming and community convenings that increase awareness about regional issues and equip people to lead
- Compares perceptions and engagement of the general community against perceptions and engagement of LEAD San Diego graduates

LEAD San Diego Civic Leadership Survey

LEAD San Diego is surveying the community to better understand its perceptions of leadership and civic engagement in key sectors and policy issue areas.

Because the issues facing San Diego are dynamic and complex, this survey uses two definitions of leadership. The first definition includes a traditional understanding of leadership as the domain of people in positions of authority. The second definition frames leadership as an activity that all San Diego residents can exercise to improve the community: their neighborhoods, schools, businesses, and beyond. This broader approach to leadership and civic engagement acknowledges that significant and positive community change requires commitment and action by everyone.

We hope the results of this survey will help inspire conversations about the kind of community we want to live in and spur action to make that vision a reality.

Thank you for your time and thoughtful consideration of the questions!

The Board and Staff of LEAD San Diego

LEAD San Diego Civic Leadership Survey

Sector Survey - Local Government

1. To what extent do you agree with the following statements regarding leadership and civic engagement in San Diego's local government?

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure
Last year, San Diego made progress on local civic issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This year, San Diego is positioned to make progress on local civic issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local civic authorities have defined the right issues and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local civic authorities have effectively engaged diverse groups within the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local civic authorities do what is needed, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community members do what is needed on local civic issues, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

LEAD San Diego Civic Leadership Survey

Sector Survey - Business

2. To what extent do you agree with the following statements regarding leadership and civic engagement in San Diego's business sector?

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure
Last year, San Diego made progress on local business issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This year, San Diego is positioned to make progress on local business issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local business authorities have defined the right issues and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local business authorities have effectively engaged diverse groups within the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local business authorities do what is needed, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community members do what is needed on local business issues, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

LEAD San Diego Civic Leadership Survey

Sector Survey - Nonprofit

3. To what extent do you agree with the following statements regarding leadership and civic engagement in San Diego's nonprofit sector?

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure
Last year, San Diego made progress on local nonprofit issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This year, San Diego is positioned to make progress on local nonprofit issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local nonprofit authorities have defined the right issues and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local nonprofit authorities have effectively engaged diverse groups within the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's local nonprofit authorities do what is needed, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community members do what is needed on local nonprofit issues, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

LEAD San Diego Civic Leadership Survey

Policy Issue Survey - Water Conservation

4. To what extent do you agree with the following statements regarding water conservation leadership and civic engagement in San Diego?

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure
Last year, San Diego made progress on water conservation issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This year, San Diego is positioned to make progress on water conservation issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's water authorities have defined the right issues and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's water authorities have effectively engaged the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's water authorities do what is needed, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community members do what is needed in water conservation, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I participate in water conservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

LEAD San Diego Civic Leadership Survey**5. Indicate which of the following activities, if any, you engaged in to improve water conservation during the past 12 months. (Check all that apply.)**

- ☐ Volunteered with a water conservation organization or cause
- ☐ Served on a board or commission of a water conservation organization or agency
- ☐ Donated money to a water conservation organization or cause
- ☐ Attended a public meeting about water conservation
- ☐ Contacted a public official about water conservation
- ☐ Worked with neighbors to improve water conservation
- ☐ Worked with professional colleagues to improve water conservation
- ☐ Worked with social networks to improve water conservation
- ☐ Sought out information to improve water conservation
- ☐ Changed my practices to conserve water
- ☐ None

Other (please specify)

LEAD San Diego Civic Leadership Survey

Policy Issue Survey - Transportation

6. To what extent do you agree with the following statements regarding transportation leadership and civic engagement in San Diego?

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure
Last year, San Diego made progress on transportation issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This year, San Diego is positioned to make progress on transportation issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's transportation authorities have defined the right issues and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's transportation authorities have effectively engaged the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's transportation authorities do what is needed, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community members do what is needed, rather than what is comfortable, to improve transportation-related issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am involved in transportation-related issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

LEAD San Diego Civic Leadership Survey**7. Indicate which of the following activities, if any, you engaged in to improve transportation-related issues during the past 12 months. (Check all that apply.)**

- ☐ Volunteered with a transportation-related organization or cause
- ☐ Served on a board or commission of a transportation-related organization or agency
- ☐ Donated money to a transportation-related organization or cause
- ☐ Attended a public meeting about transportation
- ☐ Contacted a public official about transportation
- ☐ Worked with neighbors to improve transportation-related issues
- ☐ Worked with professional colleagues to improve transportation-related issues
- ☐ Worked with social networks to improve transportation-related issues
- ☐ Sought out information about transportation
- ☐ Changed my transportation practices
- ☐ None

Other (please specify)

LEAD San Diego Civic Leadership Survey

Policy Issue Survey - Community Health

8. To what extent do you agree with the following statements regarding community health leadership and civic engagement in San Diego?

	Strongly disagree	Disagree	Agree	Strongly agree	Not sure
Last year, San Diego made progress on community health-related issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This year, San Diego is positioned to make progress on community health-related issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community health authorities have defined the right issues and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community health authorities have effectively engaged the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community health authorities do what is needed, rather than what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
San Diego's community members do what is needed, rather than what is comfortable, to improve community health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am involved in community health-related issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

LEAD San Diego Civic Leadership Survey**9. Indicate which of the following activities, if any, you engaged in that related to community health during the past 12 months. (Check all that apply.)**

- ☐ Volunteered with a community health-related organization or cause
- ☐ Served on a board or commission of a health-related organization or agency
- ☐ Donated money to a community health-related organization or cause
- ☐ Attended a public meeting about community health-related issues
- ☐ Contacted a public official about community health-related issues
- ☐ Worked with neighbors to improve community health-related issues
- ☐ Worked with professional colleagues to improve community health-related issues
- ☐ Worked with social networks to improve community health-related issues
- ☐ Sought out information on community health-related issues
- ☐ Improved my personal health practices
- ☐ None

Other (please specify)



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